

The Power of Assessment Webinar Series

Module 12 (Effective Leadership Pt. 2)

Activity #1 – Balanced Leadership

How do you find the balance between showing enough passion for an idea without overwhelming your colleagues, stifling their creativity, and/or turning it all into *your thing*?

Activity #2 – Reviewing & Prioritizing your Current Status

Use the following questions to reflect on your context to initially identify/describe your current status and/or priorities for moving forward. This is not intended to replace any collaborative or collective decisions made by your team; it's simply a personal reflection.

1. Are the bigger, more acute issues about formative assessment or accurate grading?
2. If ASSESSMENT, what specific elements need the most immediate attention?
3. IF GRADING, what specific elements need the most immediate attention.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Activity #3 – Plan with a *Short Pencil*

Begin some initial planning by identifying a few immediate, short-term goals for HOW you might go about changing the assessment & grading paradigm within your context. Rather than focusing on the specific practices that need to change, focus on the CONTEXTUAL ELEMENTS that will support others in changing (i.e. the “hard” & the “soft”).

Immediate Goals	Short-term Goals

Activity #4 – Roadblocks & Challenges

Source: *Buy-In* by John Kotter

Pick 2 of the 4 potential implementation challenges and begin planning for how you might address the issues at hand.

FEAR MONGERING: Raise anxieties so that thoughtful examination is very difficult, if not impossible.	RIDICULE: The idea and/or the people behind it are made to look silly through the questioning of competence/character.
DELAY: Slow the communication and discussion so that sufficient buy-in cannot be achieved by critical cut-off times.	CONFUSION: Muddle the conversation with irrelevant facts, convoluted logic, or so many alternatives that clear & intelligent dialogue is almost impossible.

References*

- Buy-In by John P. Kotter
- Confidence by Rosabeth Moss Kanter.
- Switch & Made to Stick by Chip & Dan Heath.
- Change Wars (Solution Tree) edited by Andy Hargreaves and Michael Fullan.
- Motion Leadership in Action: More Skinny on Becoming Change Savvy by Michael Fullan.
- Change Leader: Learning to do What Matters the Most by Michael Fullan
- Primal Leadership by Daniel Goleman, Richard Boyatzis, and Annie McKee.
- HBR Ten Must Reads on Leadership by the Harvard Business Review

**There is no shortage of leadership books and articles available. The above list is a small sampling of some of my favorites.*